

Performance Management Overview

Reference Guide

Step	Leader Responsibilities
One	<i>Review the goals and priorities of the IC and your organization and determine what your subordinate organizations can do to help achieve them.</i>
	<i>Help establish and communicate the strategic mission goals for your organization, as appropriate.</i>
	<i>Pay attention to any changes pertaining to IC goals and priorities, and, when applicable, propose corresponding changes to your organization's goals and objectives.</i>
Steps one and two align with the DCIPS Plan step	
Two	<i>Collaborate with other leaders in your organization to ensure your expectations for your managers/supervisors are similar to what other leaders expect from their managers/supervisors in similar jobs and to ensure consistency in evaluating performance.</i>
	<i>Meet with your managers/supervisors to set performance goals/objectives for the evaluation period.</i>
	<i>Hold managers/supervisors accountable for clearly articulating expectations to each employee at the beginning of the performance evaluation period and maintaining consistent dialogue throughout the year.</i>
Step three aligns with the DCIPS Develop and Monitor step	
Three	<i>Model effective coaching and mentoring skills; seek opportunities to improve your own skills.</i>
	<i>Support your managers/supervisors with training to help them improve their coaching and mentoring skills.</i>
Steps four, five and six align with the DCIPS Rate step	
Four	<i>Ensure your managers/ supervisors communicate to their employees your organization's protocols for the employee self-report of accomplishments.</i>
Five	<i>Ensure that your managers/supervisors attend a rater consistency workshop or similar training and apply the standards consistently and fairly across similar jobs.</i>
	<i>Hold your managers/supervisors accountable for backing up their ratings with documented facts.</i>
Six	<i>Model an effective final performance review when meeting with your managers/supervisors to discuss their performance.</i>
	<i>Identify the steps and/or actions you want managers/supervisors to follow when holding their performance conversations with their employees and hold them accountable to these steps and/or actions.</i>
DCIPS Reward step	
	<i>The natural output of the DCIPS performance management cycle is reward which is administered at your organization's level and is not addressed in this overview course.</i>
Performance Management Drivers	<i>The success of performance management increases dramatically when each step is implemented with these factors in mind: understanding, open communication, trust, respect, and goodwill.</i>